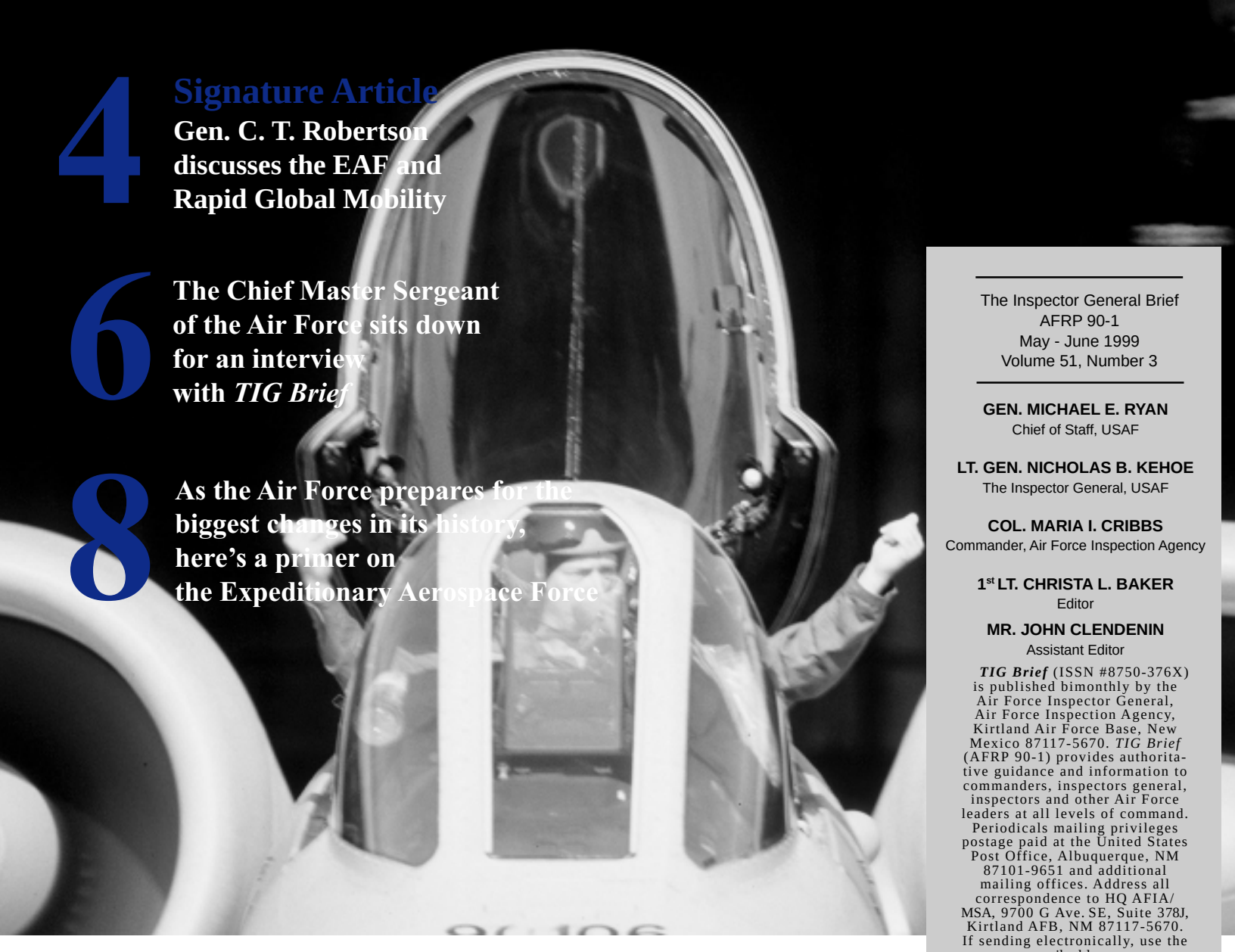
TIG Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

MAY - JUNE 1999

Light Lean Lethal ...

Welcome to the EAF



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The Cover: *An F-16 from the 510th Fighter Squadron, Aviano Air Base, Italy, refuels from a KC-135 from MacDill AFB, Fla., April 19. The mission is part of NATO's Operation Allied Force. Photo by Senior Airman Jeffrey Allen, 1st Combat Camera Squadron.*

departments

From the Top

Expeditionary Aerospace Force — EAF! We all need to know and be able to articulate the fundamental ingredients. There have been many articles written and many speeches made. But if there's one thing I've learned in my many years of traveling around the bazaars and listening in on conversations around the water cooler, it's that there's always another 10 percent waiting to get the word and another sizable group ready for some reinforcement.

So, here is my take on the EAF concept. But first, it's useful to understand **why** EAF. In a nutshell, our Air Force is about one-third smaller than it was at the end of the Cold War while our deployments to meet various worldwide commitments have increased about fourfold. That translates into increased operations tempo and demands a new mindset ... the EAF is it!

A cynic might say, "So what's new, we've always deployed when our country needed us.,, Well, EAF brings new aspects to the equation. Here's what it should look like from the eyes of the airman at wing level, looking up.

First, it means that a portion of my wing may be assigned to a particular Aerospace Expeditionary Force consisting of various Air Force capabilities all rolled into an awesome aerospace package. And, we're going to be on a predictable 15-month cycle with 90-day vulnerability periods for deployment. Other parts of my wing may belong to other AEFs. I'll know, plus or minus a little Kentucky windage, when I'll normally be home for training and exercises, when I'll be spinning up and preparing for deployment, when I'll be "in the barrel,, or on call and when I will stand down to recharge my batteries. Today, it seems I never know when the word might come down to pack up and get ready to roll to another crisis. This is EAF characteristic number one — **stability**.

Second, I see we're going to "spread the wealth,, around this smaller Air Force. We're going to make EAF a "Total Force,, effort. All the team members get to play, keeping any of us from absorbing an undue share of the burden — the second EAF characteristic, **burden sharing**.

Third is integration. We'll be part of a very capable mix and match set of options to meet the commander in chief's needs and world situations. During spin-up, we should be able to plan our time in the barrel together and may even do composite training with other AEF units to finely hone the synergistic effect of our varied skills. We won't have to wait until we reach the theater. Characteristic number three — **teamwork** at its best.

Fourth is the global aspect of AEF commitments. My unit could go anywhere — talk about seeing the world! It's not like the old days when we were tied to a specific base or theater of operations. This will be challenging from a training and preparation standpoint. So, four is **versatility**.

Fifth, I understand that my wing is going to be expanded in **support** manpower to augment areas that get pulled out for

deployment most often. This should translate to fewer periods of 12-hour shifts and six- to seven-day weeks when others in the wing are deployed. This has grabbed my attention! When these slots start showing up, that will be a sure sign of the Air Force's commitment to make the concept work.

These are some of the key points we **all** need to be able to articulate when someone says, "Why EAF?,, This is an Air Force concept, so we all have a stake in its success just like all airmen have a stake in the success of their wing. There's much work to be done, but like a Polaroid picture in development, the picture continues to come into crisper focus over time. And, by January 2000, we're looking for a full-color print that we can show to the world. In my next article, I'll talk about the formidable challenges EAF presents to IG inspectors.♦

NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

Signature Article

EAF and Rapid Gl

By Gen. Charles T. "Tony" Robertson Jr.

For the past decade, the Air Force has worked hard to meet the demands of an ever-increasing post-Cold War operations tempo. With a declining force structure, we have responded to one contingency after another, all the while frustrating the ability and desire of the Air Force's senior leadership to control the impact that operations tempo is having on our people and their families.

This is why the Air Force's decision to evolve into an Expeditionary Aerospace Force is so important — it will bring, at long last, some promise of predictability and stability to our people and their families. We've finally found a better way to get the job done and provide some relief to our personnel and operations tempos.

At the heart of this EAF concept is one of our core competencies — Rapid Global Mobility. With the EAF concept depending on the routine rotation of AEFs to fill steady state and "pop-up" deployments, the global mobility capabilities of Air Mobility Command will play a key and integral role in EAF. Recognizing the close relationship between the EAF and air mobility, over the past several months, AMC has teamed closely with its fellow airmen in Air Combat Command to ensure a successful Air Force transition to our new "expeditionary" culture.

AMC and its predecessors (along with most of its fellow major commands) have always been "expeditionary" to some degree. For AMC, expeditionary operations are synonymous with airlift, aerial refueling and air mobility support missions. This reality is reflected in our participation in virtually every expeditionary mission the Department of Defense undertakes. Not content to rest on our laurels, AMC is seizing new opportunities to facilitate and embrace the scheduling predictability, force management and total-force integration offered by the EAF concept.

Just a quick look at some numbers confirms the link between AMC's capabilities and the success of the EAF. To implement the EAF concept,

obal Mobility

AMC assets will move roughly 200 airplanes and over 10,000 people each quarter to various spots around the globe — from the Middle East to South America. To put this in perspective, once each quarter, AMC will move roughly 10 percent of the Air Force's aircraft and approximately 5 percent of its deployable personnel to or from deployed operating locations around the globe — a big job! Of course, as we work to implement the concept, we are also working to keep the cost of all this air mobility as low as possible. Among several general initiatives, AMC is working to improve its agile combat support by advocating light and lean logistics — the right support in the right place at the right time. We are also standardizing operations and aircraft, reducing the "footprint" on our deployed units while, at the same time, making suggestions to reduce the footprint of each AEF's deploying forces.

AMC is also working hard at the Air Force level to find ways to improve its "fit" into the expeditionary concept and to support deploying AEFs. For example, we are working closely with the Air Staff and other commands to develop the roles and responsibilities of the new AEF monitoring agencies, such as the AEF Management Staff and the Central Tasking Agency. These two newly proposed organizations, tasked to supervise the spin-up and manning of the AEFs, must have the expertise and resources needed to succeed. Additionally, AMC is closely coordinating with the Air Staff, ACC, USAFE, PACAF and other commands to ensure that we render maximum support to the EAF and that AEF operations and support are planned "air mobility-smart."

Internally, we are working hard to revise our own concepts, procedures and systems to enhance our EAF participation and support. We are continuing to evolve and improve our Global Transportation Network and our Joint Operation Planning and Execution Systems and are working to bring our entire fleet into compliance with the new Global Air Traffic Management System, guaranteeing our aircraft will have access to the shortest and fastest routes "across the pond." We're also modernizing key elements of our aircraft fleet — continuing to acquire C-17s, modernizing our KC-135 fleet and just beginning a three-phase mid-life upgrade of our C-5 fleet that should keep it viable well into the twenty-first century. We are also committing the bulk of AMC's base operations and support assets for alignment to specific AEFs. Like the rest of the Air Force, AMC will rely on the AEF concept to support its day-to-day global operations. These include the forces required to flesh out lay-down of the "air bridges" required to support the Air Force's AEFs, as well as routine deployment of other services' forces. Initiatives like these (and a host of others I haven't mentioned) will be crucial to the success of the Expeditionary Aerospace Force.

The EAF concept is a real watershed event for the Air Force. Planning for its execution has brought AMC and the other Air Force MAJCOMs into an unprecedented level of cross- and inter-command coordination, planning and education. In the course of that interaction, we have reinforced, in the eyes of many, the unbreakable link between air mobility and aerospace power that has existed since the first days of our Air Force. EAF is our future — our collective future as an Air Force — with a critical role for every Air Force professional and all the promise and potential we care to exploit. By introducing the EAF concept, Air Force leadership has brought the Air Force together as a community in a way that is both purposeful and, frankly, exciting — even fun! I, for one, am excited to be a part of tomorrow's Air Force — our Expeditionary Aerospace Force!♦

Gen. C. T. Robertson Jr.
Commander,
Air Mobility Command

The Enlisted Corps and the new EA

Editor's Note: TIG Brief *Editor 1st Lt. Christa Baker conducted an interview with Chief Master Sgt. of the Air Force Eric W. Benken March 15 at the Pentagon, just prior to his announced retirement effective this summer.*

Q: What do you envision is the role of the enlisted force in the new EAF?

A: The role of the enlisted force will not change all that much. What is changing is the way the Air Force is doing business in the deployment arena. We have been supporting contingencies with a tremendously increased rate as opposed to what we used to do in the 80's. What the EAF will provide us is an opportunity to do these deployments in a manner that will provide stability and predictability to the vast majority of our force. I caution the forces … it's not a panacea, it's not a silver bullet and it's not fairy dust. I mean, this is not something that's going to bring tremendous relief to the operations tempo issues that we've had. However, it will allow us to organize the force in such a way that it will give us some continuity in how we do things and gives us a direction to move in. Right now, we tend to pull forces from all around the Air Force to go and work in places like the desert. Having Aerospace Expeditionary Forces will give us some continuity of command and a continuity of folks serving together — they will know each other and will be working with their own AEF. We work much better when we're working as a unit.

Q: With the announcement of the new concept, some confusion has developed among the troops as to exactly what is EAF vs. AEF and how the two work together. Could you expand upon this?

A: Well we're going to be an Expeditionary Aerospace Force — and it's important that you use aerospace vs. air. An Expeditionary Aerospace Force means that, basically, we're no longer a containment force like we used to be. We're no longer sitting in garrison waiting for the big nuclear attack that was going to take place between us and the Soviets and other superpowers. Today, we're primarily the sole superpower in the world and the kinds of missions that we're doing have become expeditionary engagement kinds of missions. So, we're becoming expeditionary. That's what an Expeditionary Aerospace Force is. The components of EAF are Aerospace Expeditionary Forces.

Q: If the EAF is what we are and how we should be thinking about our business, are airmen currently being briefed on this concept at basic training?

A: Well what we're doing is making this part of our culture. You know if you came in the Air Force in the 1980's, for instance, your expectations of that force were a lot different than what they are in the 90's. In the 80's we did not deploy very often, there wasn't a large number of our people involved in deployments. We were basically an in-garrison force that was kind of in place to keep the Soviets in-check. Now, we are a much smaller force, doing a variety of missions throughout the world — we have become a more global deployment force, so we have to change our culture. This is not only for the folks who come into the service, but also the folks who have remained in the service and grown with the Air Force through the 1980's or the 1970's. Today's Air Force is different and we have to recognize that fact. It's very impor-

F culture

tant that we do that. So, we start off with basic military training. First of all, airmen understand when they come into the Air Force that we are a mobile force and that our job is going to involve being on temporary duty. When they go through their fifth week of training, we have a Warrior Week designed to take our folks out to a simulated deployment location, similar to Prince Sultan Air Base, for instance. It will be a tent city. They'll go out there with a flak jacket, helmet, full combat gear to include an M16 rifle and carrying MREs (meals ready to eat). We'll teach them gas mask training, buddy care, all of the ancillary training that we do. They'll learn force protection, and through that weeklong process we're going to teach them how to deploy, so that when they come to their

The *TIG Brief* interview with CMSAF Eric W. Benken

Photos by Tech. Sgt. Mark A. Suban, 11th Communications Squadron

wing commander their expectation is, "I deploy, that's part of my job, that's part of the plan for what I do for the Air Force.,, It's very important that we start the culture there. Also in our professional military education, we're going to imbed EAF philosophy and EAF knowledge. So we're going to develop a continuum of training and information that we're going to give to the troops when it comes to EAF.

Q: Is there an avenue in which enlisted personnel can address issues they will face through the EAF transition to senior leaders to help streamline the process and smooth out any unforeseen bumps in the road?

A: An Expeditionary Aerospace Force team has been established to develop the game plan and address any concerns or issues for this transition. I made it a point to have the enlisted force represented on that team.

Q: What can the enlisted force do now to better prepare themselves for this culture change?

A: I think personally that you need to stay informed. I think it's important to understand that this is kind of like a format that is unfolding as we go. There are a lot of details associated with it. There are a lot of things on the personnel side that we'll have to watch develop, and there may be some things that we have to change. We have to watch it very closely and see how this will impact the assignment system, how it will, in fact, impact promotion systems and things like that. We need to stay on top and informed to make sure that if there are any changes that need to be made as we go through this process, we can make those in a timely manner.

Q: How does the EAF improve quality of life for airmen? Will it increase retention rates?

A: EAF will give airmen a heads-up as to when they will be deploying. The AEFs will rotate into on-call status on a 15-month cycle, giving families time to plan and adjust their lives accordingly. This predictability will give airmen some stability in their lives. With the prospect of stability comes a possible increase in retention rates of our airmen.♦

EAF / AEF: Keys to the new kingdom

Key Messages

The Expeditionay Aerospace Force will:

• Give America an adaptive response capability to provide relevant aerospace forces in the 21st century.

• Allow the Air Force to better manage the force and determine when that force is stressed and where relief should be focused.

• Provide Air Force units, people and their families greater deployment stability and predictability as it matures over time.

• Shape how the Air Force is organized, trained and equipped to support the national military strategy.

Key Definitions

• Expeditionary Aerospace Force (EAF): A fundamental and evolutionary change for the Air Force; a shift to an expeditionary warrior mindset and a vision for how the Air Force organizes, trains, equips and sustains aerospace forces to meet the requirements of the national military strategy and the challenges of a changing global security environment.

• Aerospace Expeditionary Forces (AEFs): A predetermined set of forces (aircraft, equipment and personnel) from which tailored force packages will be deployed in support of theater commanders.

• Expeditionary: Capable of conducting global aerospace operations with forces based primarily in the United States. The AEFs will provide light, lean and lethal force packages.

Key Points About AEFs

• AEFs are composed of Active Duty, Air National Guard and Air Force Reserve units operating and supporting a cross-section of weapon systems providing the full spectrum of aerospace capabilities.

• Every wing in the Air Force will provide aircraft or personnel to multiple AEFs.

• AEFs themselves are not deployable organizations and do not have an AEF commander.

• Elements of AEFs will deploy in the form of Aerospace Expeditionary Wings (AEW), Groups (AEG) or Squadrons (AES). When deployed, these elements fall into joint command structures.♦

By the numbers

Lead Wings

Each of the 10 AEFs will have a designated "lead wing" that will provide the contingency leadership at the tactical level. The lead wings provide the predesignated commanders, should the AEF have to provide group- or wing-level leadership to a deployed location.

• AEF 1: 388th Fighter Wing, Hill AFB, Utah
• AEF 2: 7th Wing, Dyess AFB, Texas
• AEF 3: 3rd Wing, Elmendorf AFB, Alaska
• AEF 4: 48th Fighter Wing, RAF Lakenheath, United Kingdom.
• AEF 5: 355th Wing, Davis-Monthan AFB, Ariz.
• AEF 6: 20th Fighter Wing, Shaw AFB, S.C.
• AEF 7: 2nd Bomb Wing, Barksdale AFB, La.
• AEF 8: 28th Bomb Wing, Ellsworth AFB, S.D.
• AEF 9: 27th Fighter Wing, Cannon AFB, N.M.
• AEF 10: 1st Fighter Wing, Langley AFB, Va.

Aerospace Expeditionary Wings

Until the EAF matures, two AEWs will be on call to provide rapid response (within 48 hours) to meet "pop-up" contingencies. They will alternate a 90-day force:

• 366th Wing, Mountain Home AFB, Idaho
• 4th Fighter Wing, Seymour-Johnson AFB, N.C.

Mobility Wings

Five mobility wings will provide on-call mobility leadership for humanitarian relief operations, disaster response and non-combatant evacuation from hostile areas. The MWs, paired to the AEFs, include:

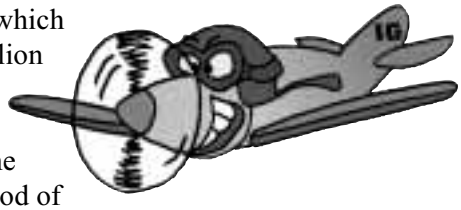
• AEF 1/2: 43rd Airlift Wing, Pope AFB, N.C.
• AEF 3/4: 60th Air Mobility Wing, Travis AFB, Calif.
• AEF 5/6: 22nd Air Refueling Wing, McConnell AFB, Kan.
• AEF 7/8: 319th Air Refueling Wing, Grand Forks AFB, N.D.
• AEF 9/10: 92nd Air Refueling Wing, Fairchild AFB, Wash.

Learn more at http://eaf.dtic.mil *Editor's note: There's no "www." in this address*

ask the IG

Q Individuals in some procurement positions have sealed multimillion-dollar deals for the Air Force with civilian companies. I've heard that some of these same individuals departed the Air Force and secured jobs with a company to which they awarded one of these contracts. Are there any restrictions regarding who I can and cannot work for, if I was involved with one of these contracts while I was on active duty?

A The *Procurement Integrity Act* (41 U.S. Code 423) and its amendments regulate the conduct of federal employees who are involved in procurements and the administration of contracts. Employees involved in procurements over $100,000 must report contacts with bidders or offerors regarding future employment to their supervisors and ethics counselors. They must also disqualify themselves from further participation if they do not immediately reject the employment contact. Certain employees who hold specific positions or make specific decisions in procurements or the administration of contracts, either of which is valued at $10 million or greater, are prohibited from working for the same contractor for a period of one year following their involvement. This ban applies to officer, enlisted and civilian personnel, regardless of whether they retire, resign or separate from the government. Employees who work in the procurement area should seek further guidance on these rules from their servicing ethics counselor (legal office). If you suspect someone has violated the law, you should notify an IG office or call the IG hotline.



Submit your questions via e-mail to:
tigbrief@kafb.saia.af.mil

TIG bird

Vietnam vet leads EAF into 21st century

It's not the light, lean aircraft you'd expect to find in the new Expeditionary Aerospace Force. In fact it's old, heavy — and one of the most sophisticated aircraft in the world, equipped to do the impossible.

The MH-53J Pave Low IIIE helicopter comes with bells and whistles that you'd never expect of a venerable Vietnam veteran. The armor-plated Super Jolly Green Giant remains modern after decades in uniform, starring in Desert Storm, leading Army Apache helicopters to destroy Iraqi early warning radars and punching a hole in air defenses for the opening air armada; and Operation Just Cause in Panama, where they were used extensively. For more on the Pave Low, go to **http://www.af.mil/news/factsheets/MH_53J_Pave_Low_IIIE.html.**♦

Getting out of Dodge?

How to prepare for an AEF deployment

By Lt. Col. Jim Beach
HQ AFIA/FOL
DSN 246-2186 Beachj@kafb.saia.af.mil

You have been notified to prepare for deployment as part of an Aerospace Expeditionary Force.

Destination: "Base X,,

Mission: Use aerospace power to deter/defeat enemy, provide humanitarian support or implement national security policy

Concept: 1. Deploy effectively and efficiently

2. Bed-down and generate sorties immediately

Method: Execute the "plan,,

Been there? Done that? Yes, most Air Force professionals have deployed. The task seems simple and straightforward enough, but the real work in "getting out of Dodge,, takes place well in advance of any operation order. In order to make the EAF concept executable through the use of AEFs, the Air Force must master three key support processes: Base Support Planning, Installation Deployment Planning and War Reserve Materiel management. The synergy gained from effectively using BSP, WRM and IDP are realized at the most important place — the deployed location.

Proper preparation begins with installation and major command planning for base support requirements in light of the capability an AEF can expect at the deployed location. The BSP process, when properly utilized, does just that. Planners have access to all required data and coordination information for deployment, enroute support and bed-down of AEF aircraft, people and equipment. When the necessary information is accurate, readily available to AEF units and integrated with joint planners, Air Force

1. Base Support Planning
2. Installation Deployment Planning
3. War Reserve Materiel Management

personnel can act with confidence. Arranging efficient Air Mobility Command airlift and refueling support, packing the minimum required supplies and equipment and using time-phased schedules — all these tasks are facilitated by an effective BSP process.

After BSP, the next step in moving an AEF is to crank up the base "mobility machine.„ Almost everyone in the Air Force has participated in an installation deployment, or at least, a deployment exercise. What most of us don't appreciate is the time and effort required to effectively plan the deployment. The complexity of integrating a deployment with operational requirements, security, bed-down, care and feeding the troops, strategic/tactical movement and a myriad of other support concerns mandates an effective IDP process. Everyone, from commanders to supervisors to the airmen who make it happen, must understand what is expected of them (and their unit) in order to make the deployment planning process successful.

After an AEF deploys to its designated location, in-place WRM can spell success or failure. The right types and quantities of equipment and supplies already positioned at "Base X„ combined with the correct deployed force structure, enables the AEF to immediately begin generating sorties for mission success.

The Air Force Inspection Agency recently conducted three management reviews, operational term "Eagle Looks„ which highlight all three important aspects of AEF planning and execution capability. A review of Air Force WRM capability pointed out the need to better track and maintain equipment at bed-down locations. The BSP Eagle Look identified several areas for improvement to ensure accurate information is disseminated to AEF planners for potential deployment locations. Finally, the IDP review, completed in March of this year, documented recommendations to improve installation deployment planning efforts.

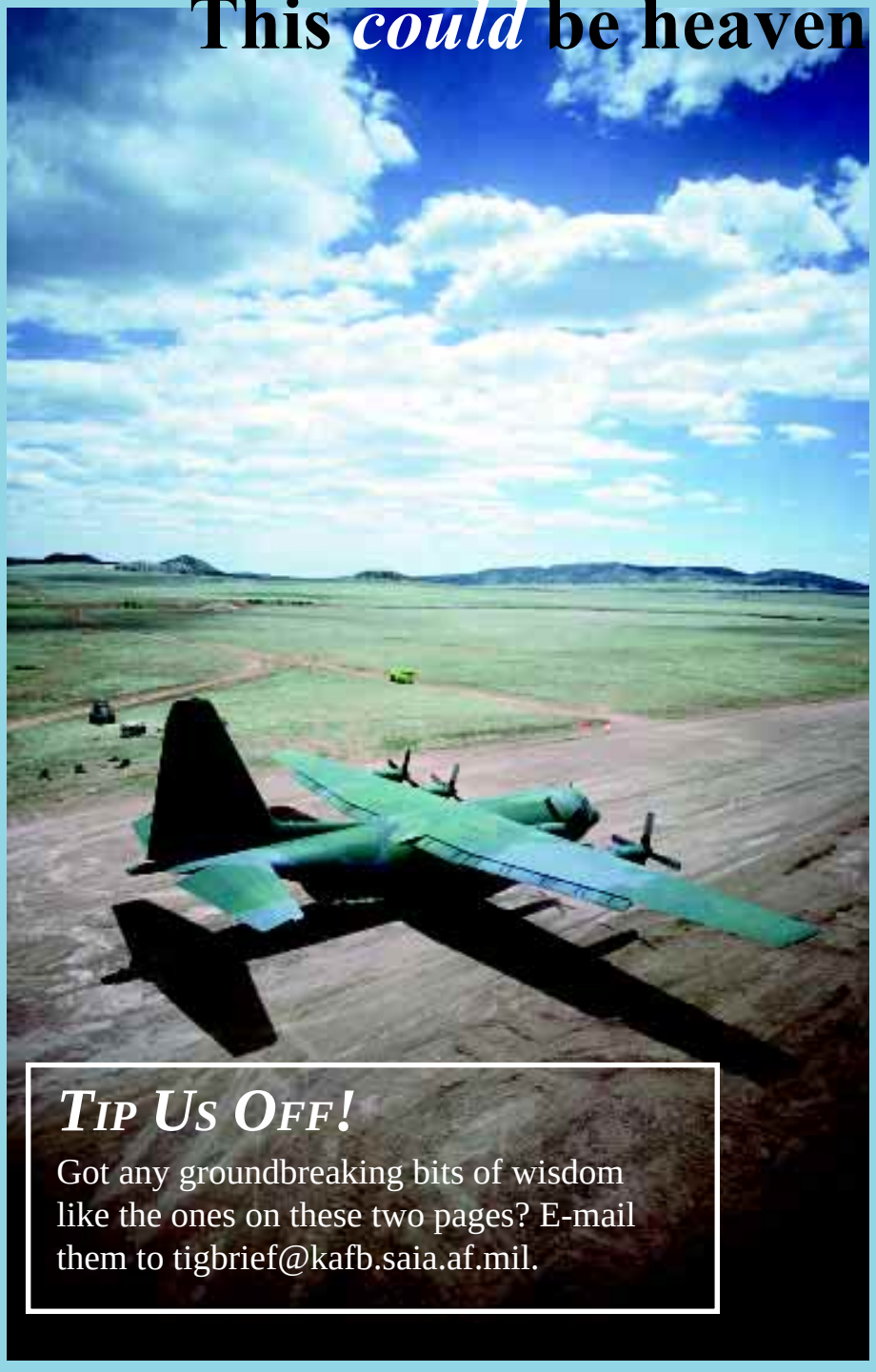
With continued education, training and EAF concept maturation, the Air Force will reap the rewards of the three key support processes: Base Support Planning, Installation Deployment Planning and War Reserve Materiel management. The U.S. Air Force will then have the necessary tools, understood by personnel at all levels, to get the *right people and equipment to the right place at the right time for AEF mission execution*.♦

For 46 states the year 2000 arrives this summer. For them, fiscal 00 begins July 1.

TIG Bits

Undoing battle damage

This *could* be heaven



Picture this: You're on the flightline in some part of the world thinking, "This can't be heaven." It's 102 degrees and three officers are demanding a completion time. Last night the pilot took your baby out, returned it full of holes and you have to decide what to fix and how long it's going to take. You go to the battle damage repair trailer only to find dozens of technical orders. Frustrating? It is. So, why not use a program designed by the Aircraft Battle Damage Assessment and Repair Team from Wright-Patterson Air Force Base, Ohio? Human effectiveness personnel and field-level units developed a Windows-based aircraft battle damage assessment enhancement program that runs on a ruggedized laptop computer. It's user friendly and captures all technical data related to maintenance functions in the theater of operations.

ABDAR enables combat logistics support assessors to complete aircraft battle damage assessments twice as fast using automated tech orders instead of the current manual method. Triage methodology (to prioritize aircraft to be put back in service first) and passive data collection are the strong points of this innovative program.

Ease your frustration and give the ABDAR team a call! (From Capt. Michael E. Clark, AFMC, DSN 986-7042)

Tip Us Off!

Got any groundbreaking bits of wisdom like the ones on these two pages? E-mail them to tigbrief@kafb.saia.af.mil.

Lessons from the

Cool duty: A

Are you *READY* for this?

A security forces troop patrols an Eastern Europe airfield on an ATV

Augmentees answer personnel shortage

"We don't have enough cops here to conduct normal operations without extended shifts. How can I do more with less?"

If you've ever asked yourself this question, then this TIG Bit is for you. Many Air Combat Command Security Forces units use READY (Resource Augmentation Duty) augmentees, strengthening the security of priority resources and additional soft targets. Unit READY programs utilize personnel from specialities other than security forces. The size of the augmentation force varies, depending on security requirements outlined in local plans, wartime taskings and average requirements to real-world deployments. The READY program gives wing commanders a viable tool to protect assets during personnel shortages and contingency operations. Once the situation is over, send the augmentees back to their respective units.

Augmentee training is one of the most important elements of a successful program. Security Forces units are to provide the weapons, skills and localized training necessary for augmentees to defend the base. Look in AFI 10-217, *The Resource Augmentation Duty Program*, for more details. (From Senior Master Sgt. Brian A. Maryfield, ACC, DSN 574-8775)

ll together now ...

Putting all your eggs in one basket isn't usually wise, but it could make your job easier and more manageable, right? That's what the Hazardous Materials folks at Ellsworth Air Force Base, S.D., did and now they're getting outstanding results. They combined their HAZMAT , Hazardous Waste Management and recycling programs all under one roof. While other installations have collocated these programs, no other base had fully integrated these functions into one organization. So, what did this accomplish? The base maximized resources at significant cost savings. How are your programs organized? Check it out! You just might find application of this idea in other areas to be as effective. (From Master Sgt. Jeff Crider, ACC, DSN 675-1593)

Deployment

The critical first step in global air mobility is the consolidation, processing and loading of people, materiel and equipment. At many of our bases, the task is made more difficult because our deployment activities are dispersed in a variety of facilities. Our goal is to have Central Deployment Centers in which we can consolidate our operations and streamline the mobility process.

— Gen. Robert L. Rutherford

By Lt. Col. Earl McCallum
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Attention Commanders, Installation Deployment Officers and Unit Deployment Managers

As you know the Air Force is our name and deployment is our game — and we are good at it! In order to stay number one, we must take advantage of every opportunity to excel in this critical area. A recent Air Force Inspection Agency Eagle Look (assessment) of deployment planning at 57 bases involving more than 300 deployment managers identified two such opportunities: implementation of centralized deployment facilities and senior leadership involvement in the Deployment Process Working Group.

Deployment Facilities

During numerous interviews throughout the Eagle Look, Installation Deployment Officers and Unit Deployment Managers consistently identified significant efficiencies to be gained through the use of a consolidated deployment facility as suggested in Air Force Policy 10-417, *U.S. Air Force Deployment Management*, paragraph 2-3. Units with such a facility highlighted timely and efficient cargo and personnel processing, while those without pointed to confused personnel and equipment movement, missed processing times, inaccurate deployment schedules and added turmoil for deploying personnel and cargo managers.

In light of our sustained high operations tempo and the importance of deployment at each installation, constructing a centralized deployment facility or identifying and modifying an existing structure can prevent time-consuming travel around the base to prepare for deployment.

Senior Leadership Involvement

Senior leadership involvement and presence at deployment planning working group meetings is critical to successful deployment preparations. Although Air Force Instruction 10-403, *Deployment Planning*, paragraph 1.5.2 states that the Installation Deployment Officer chairs the meeting, senior leadership attendance may help address problem areas such as resources, policy and guidance, training and automated systems. In any case, the presence of the wing commander, vice commander or a group commander at these meetings, even for the opening portion, will help emphasize the vital role Unit Deployment Managers play in the deployment process.

Deployment is a top priority. Deployment managers and deploying personnel stretch their capabilities and their resources to make it happen on time, every time. Continually providing them the resources and support they need to get the job done will pay big dividends in today's Expeditionary Aerospace Force.♦

Eagle Look: Deployment

Consolidated centers prevent:

- **Confusion among personnel.**
- **Time-consuming travel.**
- **Missed processing times.**
- **Inaccurate deployment schedules.**
- **Turmoil for personnel and managers.**

Here are the most recent Air Force Inspector General Eagle Looks, formerly known as Acquisition Management Reviews and Management Reviews. The information in this section is general in nature and contains only the purpose and scope of the reviews. Specific findings or recommendations are not included because they are privileged information. These reports are privileged documents of the Secretary of the Air Force Inspector General and are for official use only. Air Force organizations may request copies of the reports listed below by calling Ms. Melissa Stratton at DSN 246-1672, e-mailing her at **strattom@kafb.saia.af.mil** or writing HQ AFIA/AI, 9700 G Avenue SE, Suite 3780D, Kirtland AFB, NM 87117-5670. Agencies outside the Air Force desiring a copy of any of these reviews should contact SAF/IG Inquiries at DSN 227-5119 or commercial (703) 697-5119.

Acquisition Management Review of Operations and Support Cost Estimating, PN 97-504, evaluated existing O&S cost estimating policies, procedures and processes; assessed programming and budgeting impacts to the operational commands if the estimates were inaccurate; identified barriers impacting the O&S cost estimating process; and identified potential improvement areas. The review team addressed O&S cost estimating for aircraft and space systems in all life-cycle phases and examined five assessment areas:

- O&S cost estimating processes to include timeliness of requirements and process validity
- O&S cost estimating tools such as models and databases
- O&S cost estimates to include consistency of the estimates over time and risk assessment
- People to include training and experience levels
- Leadership to include policy, guidance and use of estimates for decision making.

(HQ AFIA/AIS, Lt. Col. Rebecca N. Seeger, DSN 246-1493, seegerr@kafb.saia.af.mil)

Eagle Look on Human Systems Integration in Air Force Acquisitions, PN 99-501, assessed the planning and implementation of human systems integration in Air Force acquisition programs. Fifty-seven organizations were interviewed, including 17 program offices, four user MAJCOMs, staff organizations in the Pentagon, and test, product and air logistics centers. The team also conducted a top-level look at the Army and Navy HSI organizations and selected acquisition programs to see what the Air Force could learn from them. The Eagle Look team focused on the following topics:

- Oversight of the HSI process in the Air Force (policy and guidance, advocacy, leadership and funding)
- Utilization of HSI personnel (manpower, career track, knowledge and experience)
- HSI education and training of HSI and non-HSI personnel in program offices
- Tools used by HSI personnel (such as databases and analytical models)
- HSI processes including requirements generation and documentation
- Lessons learned and best practices

(HQ AFIA/AI, Lt. Col. Luis Ballester, DSN 246-1741, ballestl@kafb.saia.af.mil)

Management Review of Commercial Aircraft Industry Best Practices, PN 98-503, looked at "best practices" in the commercial aircraft industry to determine if they can be applied to Air Force programs. Sixteen commercial companies were interviewed, including aircraft manufacturers, engine manufacturers and airlines. The team also consulted with Department of Defense, Air Force and non-Department of Defense organizations in the overall analysis of review results. The team focused on how leading commercial aircraft industry companies accomplished the following:

- Identified and implemented best practices
- Created and fostered partnerships among aircraft manufacturers, engine manufacturers and airline companies
- Determined performance and supportability requirements
- Reduced cycle times for aircraft development and production
- Continuously planned for maintenance, repair and supportability throughout aircraft development and production (the team did not review the airlines' execution of operations and maintenance of their fleets)
- Considered and reduced development, production and operations and support costs (i.e., life-cycle costs) for commercial aircraft
- Integrate state-of-the-art technologies and new management processes into their products and into their existing business and manufacturing processes.

(HQ AFIA/AIP, Maj. James B. Custodio, DSN 246-1708, custodij@kafb.saia.af.mil) ♦

in brief

Best Practices Clearinghouse a virtual reality

RANDOLPH AFB, Texas — Helping the Air Force continue to improve the way it does business, the Air Force Center for Quality and Management Innovation has launched a web-based Best Practices and Knowledge Management Clearinghouse.

The clearinghouse is a resource of "best practices,, information that provides users with new, enhanced or innovative solutions to improve mission performance. Initially, the primary users of the system will be Air Force members as access is restricted to the "af.mil,, domain.

Access to the clearinghouse is through AFCQMI's homepage at **http://www.afcqmi.randolph.af.mil**. Since the clearinghouse is only starting its journey to help customers, AFCQMI leaders ask users to send their comments to **support@afcqmi.randolph.af.mil**.

(AFPN)

Scam targets cardholders

Scam artists are trying to defraud Air Force people who use NationsBank Visa government travel cards.

An individual posing as a representative of a credit card security company called an Air Force service member in January, offering a monthly service to cardholders. The woman became suspicious and contacted NationsBank to learn an unauthorized charge was made to her account.

Cardholders are not authorized to use their cards to purchase anything solicited. If solicited, cardholders should contact the NationsBank security desk, 1-800-472-1424.

history in brief

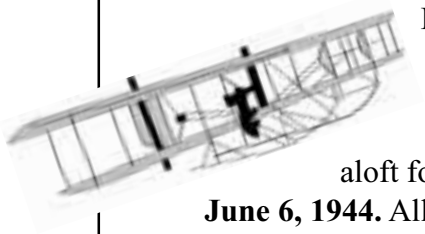
On this day in May

May 15, 1975. Carrying 175 Marines, Air Force special operations helicopters land on Kho Tang to begin rescue of the crew of the U.S. merchant ship Mayaguez, which had been seized in international waters by the Cambodian Navy three days earlier.

May 28, 1980. The Air Force Academy graduated its first women (97 of the original 157 women finished compared with 790 of the 1,430 men).

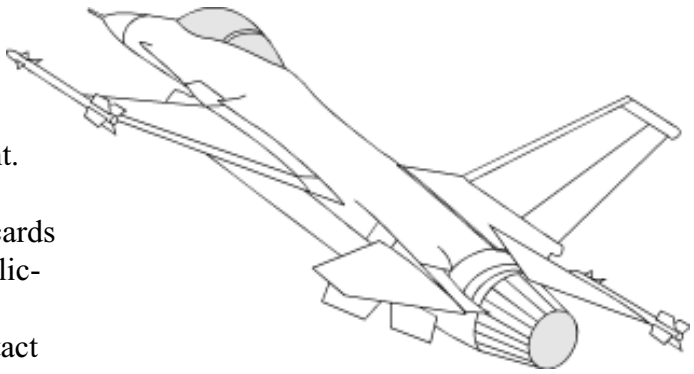
On this day in June

June 23, 1905. The first flight of the Wright Flyer III is made at Huffman Prairie, outside Dayton, Ohio. The Wright Brothers' first fully controllable aircraft is able to turn and bank and remain aloft for up to 30 minutes.



June 6, 1944. Allied pilots fly approximately 15,000 sorties on D-Day.

June 2, 1995. Capt. Scott O'Grady, an F-16 pilot, is shot down over Bosnia by a surface-to-air missile. He was rescued by U.S. Marines on June 8.



The Life and Times of Lt. Gen. John Flynn

Remembering the inspiration for a new TIG Award

By Col. Rita Richardson USAFR, NC
SAF/IGQ DSN 425-1543 Rita.richardson@pentagon.af.mil

Editor's Note: It's been 20 years since Lt. Gen. John P. Flynn retired from active duty as the Air Force Inspector General. An entire generation of Air Force members isn't aware of his legacy of heroism and leadership. Today a new annual award honoring IG people and programs has been named after Flynn. The first Flynn Award winners for outstanding work in IG complaints and investigations will be showcased in the next edition of TIG Brief. Creation of the award gives us pause to revisit Flynn's life.

Born in Cleveland in 1922 into an Irish Catholic family, John Flynn had his school's highest IQ and lowest grade point average. He was expelled for fighting and admitted he was headed for even bigger trouble when World War II intervened. His sweetheart and future wife, Mary Margaret, persuaded him to join the Army Air Corps via the Aviation Cadet Program.

When Lt. Flynn finished pilot training, he had 200 flying hours in the P-40. In 1944 training pipelines were so full that by the time he reached Italy, the war was almost over. But Flynn left with the taste of combat and tremendous respect and admiration for crew chiefs, bombers and the perils of bombing missions.

Between World War II and the Korean War, Flynn had his first encounter with an IG while stationed at Biggs Air Force Base, El Paso, Texas. He and his wife were dealing with a crisis involving their premature infant and he went to the IG for help. Flynn credited the IG's compassion as playing a major role in Flynn's remaining in the Air Force.

Flynn went on to hone his tactical skills during the Korean War. During that time he studied methods to improve all-weather flying, identify enemy aircraft and extend aircraft range. He also concerned himself with communications, air discipline and officership. Later, along with a team of experienced pilots, he incorporated his combat experience and developed the first tactical Air Force fighter/bomber manual.

In 1967, Colonel Flynn had served only two months as the 388th Tactical Fighter Wing vice commander when his F-105 was shot down over Hanoi. As the ranking Prisoner of War, he was tortured with increased gusto by characters nicknamed "The Bug" and "Pig Eye." He'd sustained multiple injuries including a compound leg fracture. He once said, "If you ever meet a guy who says he withstood the torture, you are meeting a liar or a man that wasn't tortured at all."

General Flynn served more than five years in captivity at the Hanoi Hilton. From that experience he articulated a conceptual approach to leadership, a leadership model built on integrity, justice, compassion, loyalty, courage and spirit. He credited his model as critical to that POW community surviving with dignity and honor.

As TIG, he established CORONA ACE, a senior working group, to study readiness and air to air capability. He used a similar approach to study Reserve forces' employment.

General Flynn died in 1997. The award named after him goes to recipients who, like the general, exemplify loyalty to Air Force core values and the courage to do the job the "right way."♦

Lt. Col. Arthur McCants, U.S. Air Force Historical Research Center, and Maj. Roger Smith, Air Command and Staff College, contributed to this article.

Deployment and Disease Prevention

By Lt. Col. Barry L. Simon
HQ AFIA/SGI
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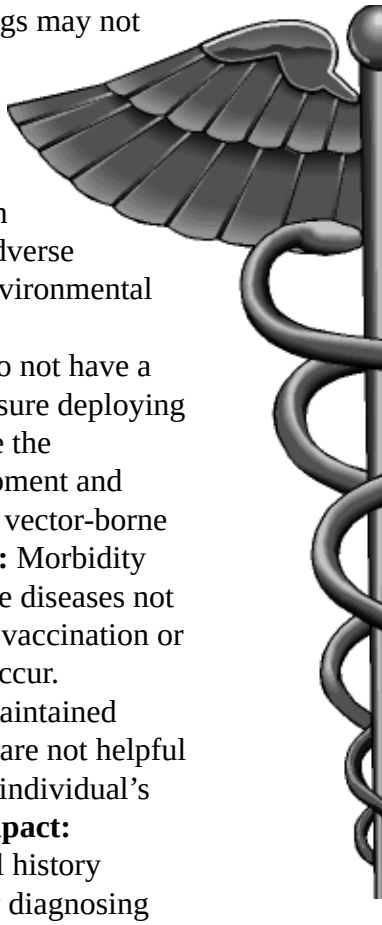
South America, Africa, Korea, Bosnia, Micronesia … Air Force troops are deployed to the ends of the earth, supporting contingency and humanitarian operations. Many of these places aren't pleasant and the possibility of disease is a real-world threat. Our immune systems have had no previous experience with many diseases in regions to which we deploy. For some diseases we have effective vaccines and antibiotics for exposure protection. For others, we don't. Education and personal protective equipment can be useful in preventing disease. However, pre- and postdeployment programs help to ensure these diseases don't attack our troops both at home and abroad. All line and medical personnel share the responsibility of prevention.

The following represent patterns of non-compliance that have emerged from medical unit inspections. Read them and learn from them. Don't let your program fall into the same trap.

• At several locations, deploying troops are not being prescreened or medically prepared for deployment before they are sent through the processing line. Sometimes this may be an unavoidable scenario in last-minute personnel substitutions. However, medically "preparing" a person on a mobility line only hours before deploying may provide a false sense of security. The immune system may take a week for some and up to a month for other biological agents to respond to the vaccine. **Impact:** If we don't identify and prepare mobility troops before they deploy, we may be sending susceptible people into a health-care threat.

• Some bases have no mechanism to ensure pre- or postdeployment medical briefing for tenant unit members. Medical unit deployment teams relied heavily on the Personnel Readiness Unit to identify deploying personnel. However, tenant unit taskings may not flow through the PRU. **Impact:** Members may arrive at their deployed location unprepared for adverse infectious and environmental influences.



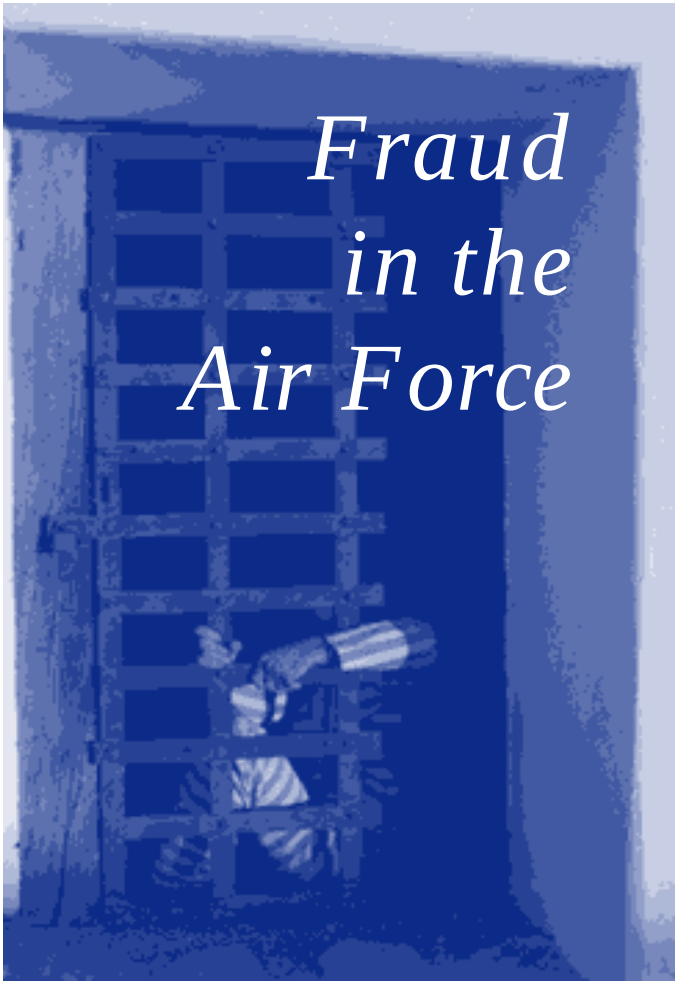
• Several bases do not have a mechanism to ensure deploying personnel receive the appropriate equipment and supplies to avoid vector-borne diseases. **Impact:** Morbidity from vector-borne diseases not preventable with vaccination or medication can occur.

• Some locally maintained deployment logs are not helpful in identifying an individual's travel history. **Impact:** Incomplete travel history makes accurately diagnosing exotic diseases less likely, especially for diseases with long incubation periods. Unnecessary delay in patient treatment can result.

• Medical documentation frequently lacks vital entries. Unclassified destinations, vaccinations administered, serum samples collected and medical and environmental threat briefings provided to deploying individuals are not consistently recorded. **Impact:** These omissions create uncertainty and unnecessarily expose the Air Force to medicolegal risks. Incomplete predeployment preparation

summaries handicap retrospective review efforts.
• Complete medical follow-up for returning personnel, or its documentation, often do not occur or was delayed for weeks after return to the United States. In several instances, the mechanism in place does not ensure members returning early from deployment are present for their medical debriefing. **Impact:** Some diseases with long incubation periods cause long-term complications if not identified early in their course. For others, only postexposure treatment given within 30 days of return stops developing disease. Importing active diseases not found in the United States may occur. Unnecessary illness and treatment expense may result. The bottom line — health and safety are key to successful deployment. Ensure your deployment medical program is thorough and follows these four preventive principals:
• assess the health threat
• identify and recommend preventive countermeasures
• institutionalize the recommended countermeasures
• conduct medical surveillance.♦

• Pay Attention! How long was your deployment? Can you even remember the last time you were on leave? Did you know that you, the deploying individual, are responsible to attend post-deployment medical appointments? Some bases are implementing the policy — no follow-up, no leave! Don't let this happen to you. So go to your appointments. By the way, squadron commanders, Unit Deployment Managers and Public Health are not exempt from ensuring this follow-up action occurs.
• Be sure your shots are up-to-date **before** deploying. Your life may depend on it!



Fraud in the Air Force

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government, ensuring the integrity of the Air Force acquisition process. Investigations typically involve contractor misrepresentation in procuring major Air Force weapon systems. On this page are some examples.

Maj. Steve Murray
AFOSI/PA DSN 857-0989

Voluntary Disclosure

Subject: Department of Defense Computer Contractor
Synopsis: A Department of Defense contractor requested and was accepted in the Department of Defense Voluntary Disclosure Program based on the discovery that various computer and computer-related components procured under different contracts may have been nonconforming because they were reworked as opposed to new.
Results: A civil settlement ordered the contractor to pay $2,250,000 in fines.

Voluntary Disclosure

Subject: Department of Defense Computer Contractor
Synopsis: A Department of Defense contractor requested and was accepted in the Department of Defense Voluntary Disclosure Program based on the discovery of labor cost mischarging, improper use of government-owned equipment and improper testing of land mobile radio equipment.
Results: A civil settlement was reached in which the contractor agreed to pay $446,816 in restitution.

Qui Tam — False Claims

Subject: Department of Defense Weapons Contractor
Synopsis: A Qui Tam suit filed against a Department of Defense weapons systems contractor alleged the contractor submitted inaccurate testing cost data during settlement negotiations with the Department of Justice concerning another investigation of the same company. The previous investigation concerned an Identification Friend or Foe procurement program. The investigation confirmed that manufacturing test hours were understated during settlement negotiations just as the relator alleged.
Results: A civil settlement was reached requiring the contractor to pay $2,432,000, with $474,240 going to the relator.

Qui Tam — False Claims

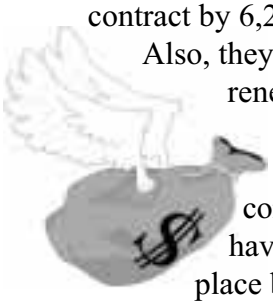
Subject: Department of Defense Weapons Contractor
Synopsis: A Qui Tam suit filed against a Department of Defense weapons systems contractor alleged the contractor submitted inflated labor costs regarding its contract to construct wings for the B-1B bomber. The investigation confirmed that the contractor submitted inflated labor costs in its proposals for two subcontracts for the production of wing sets for the B-1B bomber as the relator alleged.
Results: A civil settlement was reached requiring the contractor to pay $9,800,000, with $1,764,000 going to the relator.♦

Recent audits

Mr. George Mellis AFAA/DOO DSN 426-8041

Food Service Operations

AFAA auditors found areas for improving food service operations at two Air Force bases. At an Air Education and Training Command base, auditors noted that estimated requirements were overstated. Base personnel agreed to obtain a government estimate for the food service operations and subsequently issued a contract modification reducing the contract by 6,257 hours. Also, they agreed to renegotiate the food service contract and have it in place by spring 1999. Management anticipated cost savings from the new contract would exceed the $614,928 originally estimated by audit.



At an Air Mobility Command base, auditors noted that incorrect meal estimates were used to determine contractor payments. Also, controls needed improvement to ensure only authorized meals were served and the proper surcharges were collected. During the audit, management renegotiated the contract and implemented a tiered-pricing system that reduced the costs by $87,555. Management also initiated corrective action to serve only authorized personnel and reprogrammed the cash register to correctly total the surcharges from each meal. (*Reports of Audit EB033028 and WP0099012*)

Report of Survey Program

Air Force personnel at an Air Force Materiel Command buying center did not effectively manage the Report of Survey Program. Audit provided 12 recommendations to improve internal controls to ensure (1) Reports of Survey are initiated when required and are timely processed, adequately documented and properly approved; (2) investigating officers possess the necessary qualifications; (3) government losses are accurately computed; (4) financial liability is properly assessed; and (5) adequate documentation is available to evidence the collection of monies. Management's timely corrective actions should help to minimize the loss, damage and destruction of government property and improve morale by ensuring personnel are held liable for their actions. (*Report of Audit DE099012*)

Lodging Operations

Management personnel took immediate corrective action to remedy several repeat problems noted by AFAA auditors performing a follow-up review of lodging operations at a Pacific Air Forces base. For example, auditors noted that lodging personnel assigned contract quarters when space was available on base. Further, rooms remained reserved and no charges were imposed even though travelers didn't cancel reservations and never arrived. During the audit, management initiated action to maximize on-base quarters usage and required travelers to provide a credit card to reserve a room. If the traveler fails to cancel reservations prior to 6 p.m., they are now charged for the cost of that day's lodging. *(Report of Audit WH099014)*♦

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent reports by contacting Mr. George Mellis at the number listed above; e-mailing to reports@af.pentagon.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at http://www.afaa.hq.af.mil/.

The ABC's of radiologic

By Mr. Tony Russell
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When it comes to accidents involving nuclear weapons and radiological material, the United States has had a remarkable safety record for more than 50 years. Sure, nuclear weapons have been involved in accidents, but there has never been an inadvertent nuclear detonation. Even with a safety record such as this the probability of an inadvertent detonation still exists. Knowing the ABC's of radiological accident response is crucial. You must be prepared to respond, recover and reconstitute.

Department of Defense Manual 5100.52M, *Nuclear Weapons Accident Response Procedures Manual,* and Air Force Instructions 32-4000 series provide guidance on how the Air Force is to respond to an accident involving nuclear weapons or radiological material. As such, nuclear-capable or responsible units and installations are periodically inspected to ensure they maintain satisfactory ability to mobilize assets and respond. Installations must have a response program comprised of five distinct yet overlapping and intertwined phases: (1) planning (2) notification (3) response (4) response deactivation and (5) recovery.

Planning means being prepared to respond.

- Ensure your people are receiving the necessary training. Send them to formal and follow-on technical schools and unit-specific courses.
- Write plans and policies.
- Conduct realistic exercises.

The planning phase could be argued as the most important step. If units don't train and exercise, the actual response, more than likely, will be ineffective. Remember, maintaining a vigorous inspection program will help you identify and rectify any planning deficiencies.

Notification of an accident can come from many sources: the National Military Command Center (NMCC), the local civilian emergency response apparatus or even the news media.

- The military installation nearest the accident scene will be tasked as the Initial Response Force to assess the situation.
- Keep the military chain of command apprised of events through initial and sequential operations reports sent to the NMCC, the Air Force operations center and the appropriate major command.
- The NMCC will designate the response task force, depending on the area of responsibility of the event.

During the **response** phase the Initial Response Force and, if required, the Response Task Force will take steps to prevent escalation of the accident.

- Security, weapons recovery, casualty assessment and fire suppression become the salient issues. Measures must be taken to properly safeguard classified material and government property to include the establishment and protection of a National Defense Area when appropriate. Also, take action to safely assess a weapon's condition and conduct subsequent render-safe procedures.
- The response phase is compounded if the accident is off-installation and civilian first-responders are initially on scene. The interface between the civilian first-responders and the military's Initial Response Force is critical.
- Contamination control, quantification and identification measures are taken to include air sampling, surveys and personnel protection.
- A Response Task Force, commanded by a flag officer, will then assume responsibility for the site. As needed or required, the Response Task Force commander will request support from several federal agencies to include the Department of Energy and the Federal Emergency Management Agency.

Response deactivation refers to relieving nonessential support personnel once the

cal accident response

emergency is contained. For example, once the fire has been extinguished and the chance of a reflash is very low, some fire elements can be relieved. The goal is to free up assets as soon as possible so they may return to their daily duties.

The **recovery** phase will be extensive and will be a joint effort with the state and local governments having the primary responsibility for the affected area. This phase includes coordination among military and federal, state and local officials to ensure monitoring, surveying, environmental sampling and site characterization are accomplished. If the accident occurs on base, the appropriate leasing agreements will have to be examined by legal representatives to determine controlling authorities. The phase concludes when the Environmental Protection Agency, in consultation with participating federal, state and local officials, determines that all actions have been completed and the response should be terminated.

The five elements of nuclear and radiological response and their success are dependent upon a diligent inspection program. Inspections must be realistic (deal with current issues), encompassing (incorporate actual responders) and timely (involve real-time vice exercise simulations whenever feasible). This triad is the essence of an effective inspection program. The more successful the inspection program is the more prepared you will be when response to a nuclear and radiological accident is necessary.♦

Accidents Can Happen:

- **Anywhere**
- **Any way**
- **Anytime**

Sept. 19, 1980 — During routine maintenance in a Titan II silo, an Air Force repairman dropped a heavy wrench socket, which rolled off a work platform and fell toward the bottom of the silo. The socket bounced and struck the missile, causing a leak from the pressurized fuel tank.

The missile complex and the surrounding area were evacuated and a team of specialists was called in from Little Rock Air Force Base, Ark., the missile's main support base.

About 8 1/2 hours after the initial puncture, fuel vapors in the silo ignited and exploded. The explosion fatally injured one member of the team. Twenty-one other Air Force personnel were injured.

The missile's reentry vehicle, which contained a nuclear warhead, was recovered intact.

There was no radioactive contamination.

Nuclear research

More information and training dealing with responding to nuclear weapons and radiological accidents/incidents are available from the Defense Threat Reduction Agency's Defense Nuclear Weapons School, Kirtland Air Force Base, N.M., (505) 846-5666, DSN 246-5666 or visit the web site at **http://www.dtra.mil/.**

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